

management review

INDEX TO VOLUME 65

JANUARY THROUGH DECEMBER, 1976

(F) = Feature article

(D) = Digest

(listed with month and page number)

Accounting

- The Justified Cost Analysis (F) May 12
Replacement Cost Accounting:
Highlighting the Hidden Costs
of Inflation (F) Dec. 4

Benefits (See Compensation)

Board of Directors

- A Director's Perspective: Arch
Monson, Jr. of Ampex Corpo-
ration and The Signal Com-
panies, Inc. (F) Apr. 4
Are Directors Boardworthy?—A
Report Card for Board Mem-
bers (F) Sept. 14
Company Failure: The Tell-Tale
Signs at the Top (D) Feb. 41
The Functions and Respon-
sibilities of the Corporate Audit
Committee (D) Sept. 41
Restructuring the Board: A Direc-
tor's Perspective... Courtney
C. Brown, Corporate Director
(F) Sept. 4

Communications

- Barriers to Successful Com-
munication: Part 2. Microbar-
riers (F) Jan. 15

- Business vs. the Public: Why
Protest Doesn't Work (F) Mar. 4
11 Steps for Planning and
Evaluating Your Public Rela-
tions Campaign (D) Aug. 42
An Executive's Guide to Getting
into Print (F) Sept. 25
External Reporting of Social Re-
sponsibility (D) Mar. 46
How Industry Loses in the Halls
of Government (D) May 39
How to Avoid the Pitfalls of In-
formation Systems Develop-
ment (D) Sept. 47
How to Live with the New Reg-
ulators (D) Jan. 42
How to Turn Subordinates
On—or Off (D) Apr. 49
Management Theory Can Pro-
duce a Continuing Bottom Line
Impact (D) Jun. 45
Nine Out of Ten Questions Don't
Need an Answer (D) Nov. 57
A Peculiar, Costly Problem (F) Jun. 11
Productive Partnerships—
Coupling MBO and TA (F) Nov. 12
The Public Affairs Function:
Management Response (D) Jun. 41
Why Economic Education Is Fail-
ing (F) Oct. 17

Compensation

Comparing Staffing Patterns (D)	Jul. 40
Dismal Disincentives (D)	Dec. 48
ERISA Recordkeeping Requirements Call for Action (D)	Oct. 46
Pensions: Future Security or Doomsday Machine (D)	Jan. 54
Performance Appraisal: Management Technique or Social Process? Part 2. Social Process (F)	Jan. 22
Setting Up a Company Medical Program (F)	Apr. 20
Trends in Executive Compensation Plans (D)	Jan. 49
When Is a Prudent Man Prudent? (D)	Jun. 37

Corporate Organization

Applying Japanese Techniques in the West (D)	Sept. 44
The Corporation in the 1980s: A Fuzzy Boundary Between Private and Public Enterprise (F)	Jul. 29
How to Cope with Organizational Future Shock (F)	Jul. 19
Improving Cost Performance with Cross-Functional Teams (D)	Mar. 36
Management Theory Can Produce a Continuing Bottom Line Impact (D)	Jun. 45
Mini-Shifts: An Alternative to Overtime (D)	Jul. 48
Toward a Transindustrial Society? (F)	Jul. 4

Costs

Bankruptcy: Tax Considerations of Corporate Insolvency (D)	Aug. 48
The Justified Cost Analysis (F)	May 12
Management in Crisis (F)	Aug. 29
Zero-Base Budgeting: How to Get Rid of Corporate Crabgrass (F)	Oct. 4

Director's Perspective

A Director's Perspective: Arch Monson, Jr. of Ampex Corporation and The Signal Companies, Inc. (F)	Apr. 4
Restructuring the Board: A Director's Perspective	

Courtney C. Brown, Corporate Director (F)	Sept. 4
---	---------

Distribution

Distribution Cost Measurement and Control (D)	Jul. 56
---	---------

Economy

How Pension Plans Can Fuel America's Growth (D)	Nov. 54
How to Survive the Coming Fire Sale in Corporate Equities (F)	Nov. 4
Of Horseradish and Humility (D)	Dec. 45
Recovery—How to Be Part of It (D)	Dec. 31

Environment

Multinational Corporations Versus Organized Labor (D)	Dec. 39
Which Pollution Answers Are Winning? (D)	Feb. 45

Ethics

Electing an "Angel's Advocate" to the Board (F)	May 4
Whose Ethics Guide Business? (D)	Apr. 44

Financial Management

Bankruptcy: Tax Considerations of Corporate Insolvency (D)	Aug. 48
The Functions and Responsibilities of the Corporate Audit Committee (D)	Sept. 41
How to Figure Who's Going Bankrupt (D)	Jan. 29
How to Survive the Coming Fire Sale in Corporate Equities (F)	Nov. 4
The Justified Cost Analysis (F)	May 12
Management in Crisis (F)	Aug. 29
New Rules for Strategy and Planning (F)	Jun. 4
Overview of International Taxation (D)	Mar. 55
Plant Capacity: Physical or Financial? (F)	Feb. 4
Replacement Cost Accounting: Highlighting the Hidden Costs of Inflation (F)	Dec. 4
The Risk-Reduction Concept: How to Win Investor Support in a Fire-Sale Market (F)	Dec. 20

Zero-Base Budgeting: How to Get Rid of Corporate Crabgrass (F)	Oct. 4
--	--------

Futurism

The Corporation in the 1980s: A Fuzzy Boundary Between Private and Public Enterprise (F)	Jul. 29
How to Cope with Organizational Future Shock (F)	Jul. 19
Planning for a New Economic Order (F)	Jul. 10
Toward a Transindustrial Society? (F)	Jul. 4

General Services

How to Make a Material Handling Survey (D)	Jul. 53
The "Social Water Hole" (D) ..	Jan. 33
Space Planning (D)	Oct. 58
What You Can Do to Save Energy in Your Offices and Plants (F)	Jan. 8
Word Processing: How to Cut Secretarial Administrative Costs (F)	Mar. 28

Government Regulations

ERISA Recordkeeping Requirements Call for Action (D)	Oct. 46
How Industry Loses in the Halls of Government (D)	May 39
How to Live with the New Regulators (D)	Jan. 42
Trends in Trade Secret Litigation (D)	Jan. 38
Why Many Business Secrets are in Danger (D)	May 50

Health and Safety

Preventive Health Maintenance for Executives (D)	Mar. 50
Setting Up a Company Medical Program (F)	Apr. 20
Terrorism and Executive Protection (D)	Nov. 41
Worker Health and Safety: An Area of Conflict (D)	Feb. 53

International

Applying Japanese Techniques in the West (D)	Sept. 44
How to Do Business in the Mid-	

dle East (F)	Aug. 19
How to Recruit Managers Abroad (F)	Oct. 37
Multinational Corporations Versus Organized Labor (D)	Dec. 39
Overview of International Taxation (D)	Mar. 55
Uncle Sam Outfaced by Europe's Global Giants (D) ..	Oct. 51
Worldwide Variations in Management Style (D)	Apr. 36

Inventory

Evaluating Materials Management (D)	Feb. 49
---	---------

Investments

The Boom in Unfriendly Takeovers (D)	May 45
How Pensions Plans Can Fuel America's Growth (D)	Nov. 54
How to Do Business in the Middle East (F)	Aug. 19
How to Figure Who's Going Bankrupt (D)	Jan. 29
Those Foreign Investors Tell Why They Came (D)	Oct. 55
Uncle Sam Outfaced by Europe's Global Giants (D) ..	Oct. 51
When Is a Prudent Man Prudent? (D)	Jun. 37

Management Development

Applying Japanese Techniques in the West (D)	Sept. 44
The Contingency Manager: Doing What Comes Naturally (F)	Nov. 20
The First Management Job: Its Problems and Promises (D) ..	Mar. 43
A Long-Range Approach to MBO (F)	Jun. 24
Management Theory Can Produce a Continuing Bottom Line Impact (D)	Jun. 45
Managing the Adolescent Company (F)	Dec. 12
Managing Value: A Presidential Perspective (F)	Aug. 4
Productive Partnerships—Coupling MBO and TA (F) ..	Nov. 12
Shareholder-Oriented Managers versus Entity-Oriented Managers (D)	May 43

Using Central Staff to Boost Line Initiative (F)	May 17
What Mother Never Told You About Life in the Corporation (F)	Apr. 13
Where Are the Managers for 1980? (D)	Jul. 36
Worldwide Variations in Management Style (D)	Apr. 36

Management Systems

Developing a Planning Model Without a Million Dollar Budget (D)	Dec. 36
DP Error and Fraud—And What You Can Do About It (D)	Oct. 41
How to Avoid the Pitfalls of Information Systems Development (D)	Sept. 47
Planning for Metric Conversion in Systems Design (D)	May 53

Marketing

Beyond the Qual-Quant Notion (F)	Nov. 32
Calling the Shots More Closely (D)	Aug. 38
How to Avoid New-Product Failure (D)	Nov. 45
How to Do Business in the Middle East (F)	Aug. 19
How to Economize on Industrial Marketing Research (D)	Apr. 40
How to Harness Your Telephone (F)	Dec. 26
Triggering Technology Transfer (F)	Feb. 26
Uncle Sam Outfaced by Europe's Global Giants (D) ..	Oct. 51

Motivation

Dismal Disincentives (D)	Dec. 48
How to Turn Subordinates on—or Off (D)	Apr. 49
Improving Results Through an Integrated Management System: A Case Study—Part 1. The Basic System (F)	Feb. 15
Improving Results Through an Integrated Management System: A Case Study—Part 2. Feedback and Revision (F) ..	Mar. 18
A Long-Range Approach to MBO (F)	Jun. 24

Make Production a Human Activity (D)	Jun. 49
Managing the Adolescent Company (F)	Dec. 12
The New Employee and the Small Firm (D)	Dec. 42
Performance Appraisal: Management Technique or Social Process? Part 2. Social Process (F)	Jan. 22
Productive Partnerships—Coupling MBO and TA (F) ..	Nov. 12
Sustaining Healthy Organizations in Unhealthy Economic Times (F)	Mar. 11
Trends in Executive Compensation Plans (D)	Jan. 49
Using Central Staff to Boost Line Initiative (F)	May 17

Organizational Development

Improving Cost Performance with Cross-Functional Teams (D)	Mar. 36
Improving Results Through an Integrated Management System: A Case Study—Part 1. The Basic System (F)	Feb. 15
Improvement Results Through an Integrated Management System: A Case Study—Part 2. Feedback and Revision (F) ..	Mar. 18
Make Production a Human Activity (D)	Jun. 49
Merging OD with Planning as a Response to Change (F)	Jun. 16
So You're Considering Employing a Management Consultant? (D)	Nov. 49
Using Central Staff to Boost Line Initiative (F)	May 17

Pensions (See Compensation)

Personnel Management

Comparing Staffing Patterns (D)	Jul. 40
ERISA Recordkeeping Requirements Call for Action (D)	Oct. 46
How to Recruit Managers Abroad (F)	Oct. 37
Mini-Shifts: An Alternative to Overtime (D)	Jul. 48
The New Employee and the Small Firm (D)	Dec. 42

Performance Appraisal: Management Technique or Social Process? Part 2. Social Process (F)	Jan. 22
Where Are the Managers for 1980? (D)	Jul. 36
Would a Union Look Good to Your Workers? (D)	Jun. 52

Planning

The A, B, C, D, and Sometimes E of Planning at Allied Chemical (F)	Oct. 30
The Corporation in the 1980s: A Fuzzy Boundary Between Private and Public Enterprise (F)	Jul. 29
Developing a Planning Model Without a Million Dollar Budget (D)	Dec. 36
How to Cope with Organizational Future Shock (F)	Jul. 19
Merging OD with Planning as a Response to Change (F)	Jun. 16
New Rules for Strategy and Planning (F)	Jun. 4
A Peculiar, Costly Problem (F)	Jun. 11
Planning for a New Economic Order (F)	Jul. 10
Romulus and Remus: Two Studies in Corporate Planning (F)	Oct. 24
So You're Considering Employing a Management Consultant (D)	Nov. 49
A Ten-Year Delphi Forecast in the Electronics Industry (D) ..	Aug. 52
Toward a Transindustrial Society? (F)	Jul. 4
Where Are the Managers for 1980? (D)	Jul. 36

Presidential Perspective

Managing Value: A Presidential Perspective (F)	Aug. 4
Presidential Perspective: Francis J. Dunleavy of ITT (F) ...	Jan. 4

Productivity

Dismal Disincentives (D)	Dec. 48
Get Yourself Organized (D)	Sept. 56
Recovery—How to Be Part of It (D)	Dec. 31
How to Make Committees More Effective (F)	Feb. 34

Mini-Shifts: An Alternative to Overtime (D)	Jul. 48
Profits and Productivity (F)	Jun. 33
Sustaining Healthy Organizations in Unhealthy Economic Times (F)	Mar. 11
Word Processing: How to Cut Secretarial Administrative Costs (F)	Mar. 28
Would a Union Look Good to Your Workers? (D)	Jun. 52

Product Liability

The Insurance Company Engineer—Adversary or Team-mate? (D)	Apr. 53
Liability Insurance: Higher Rates, Less Protection (D) ..	Aug. 57
Managing Product Safety (F) ..	Apr. 30

Purchasing

Can Contract Methodology Improve Product Reliability? (D) ..	Sept. 52
Getting the Right Price with the Right Contract (F)	May 24

Research and Development

Auditing Development and Technical Projects (F)	Sept. 31
The Denominator Is Control (D)	Dec. 34
How to Economize on Industrial Marketing Research (D)	Apr. 40
So You're Considering Employing a Management Consultant? (D)	Nov. 49
Technical Reviews and Audits: Keeping Track of Progress in Developmental Projects (F) ..	Aug. 11
The Transfer of Technology (D)	Jan. 46
Triggering Technology Transfer (F)	Feb. 26
Which Pollution Answers Are Winning? (D)	Feb. 45
Working R&D into Corporate Strategy (D)	May 35

Security

Close-up on a High-Powered Security System (D)	May 57
DP Error and Fraud—And What You Can Do About It (D)	Oct. 41
Terrorism and Executive Protection (D)	Nov. 41

Trends in Trade Secret Litigation (D)	Jan. 38
Why Many Business Secrets Are in Danger (D)	May 50

Social Responsibility

Business vs. the Public: Why Protest Doesn't Work (F) ...	Mar. 4
Electing an "Angel's Advocate" to the Board (F)	May 4
External Reporting of Social Responsibility (D)	Mar. 46
Make Production a Human Activity (D)	Jun. 49
Managing Value: A Presidential Perspective (F)	Aug. 4
Of Horseradish and Humility (D)	Dec. 45
Presidential Perspective: Francis J. Dunleavy of ITT (F) ...	Jan. 4

The Public Affairs Function: Management Response (D) .	Jun. 41
Top Management's Role in Preventing Illegal Payments (D) .	Nov. 38
Whose Ethics Guide Business? (D)	Apr. 44

Unions

Multinational Corporations Versus Organized Labor (D)	Dec. 39
Would a Union Look Good to Your Workers? (D)	Jun. 52

Women

What Mother Never Told You About Life in the Corporation (F)	Apr. 13
--	---------

AUTHOR INDEX—1976

Authors of Feature Articles

Alghanim, Kutayba

How to Do Business in the Middle East	Aug. 19
---	---------

Anderson, Donald N.

Zero-Base Budgeting: How to Get Rid of Corporate Crabgrass	Oct. 4
--	--------

Babcock, Richard

A Long-Range Approach to MBO	Jun. 24
------------------------------------	---------

Barraclough, Geoffrey

Planning for a New Economic Order	Jul. 10
---	---------

Bennett, Addison C.

Performance Appraisal: Man-	
-----------------------------	--

agement Technique or Social Process? Part 2. Social Process	Jan. 22
---	---------

Bergen, Frank P.

Product and Productivity	Jun. 33
-------------------------------	---------

Brocato, C. J.

Improving Results Through an Integrated Management System: A Case Study—Part 1. The Basic System .	Feb. 15
Improving Results Through an Integrated Management System: A Case Study—Part 2. Feedback and Revision	Mar. 18

Brown, Courtney C. Restructuring the Board: A Director's Perspective . . . Courtney C. Brown, Corporate Director	Sept. 4	Goldress, Jerry E. Management in Crisis	Aug. 29
Brown, David S. Barriers to Successful Communication: Part 2. Microbarriers	Jan. 15	Gross, Paul H. Replacement Cost Accounting: Highlighting the Hidden Costs of Inflation (F)	Dec. 4
Brown, Paul I. Business vs. the Public: Why Protest Doesn't Work	Mar. 4	Harman, Willis W. Toward a Transindustrial Society?	Jul. 4
Burt, David N. Getting the Right Price with the Right Contract	May 24	Henderson, Hazel How to Cope with Organizational Future Shock	Jul. 19
Cairelli, C. P. Managing Product Safety	Apr. 30	Howe, Roger J. Merging OD with Planning as a Response to Change	Jun. 16
Christian, Roger W. Management in Crisis	Aug. 29	Irwin, Patrick H. Romulus and Remus: Two Studies in Corporate Planning	Oct. 24
Collins, William, J., Jr. What You Can Do to Save Energy in Your Offices and Plants	Jan. 8	Johnson, Ross H. How to Make Committees More Effective	Feb. 34
Connor, John T. The A, B, C, D, and Sometimes E of Planning at Allied Chemical	Oct. 30	Law, Donald E. Word Processing: How to Cut Secretarial Administrative Costs	Mar. 28
Decker, C. Richard How to Make Committees More Effective	Feb. 34	Lesly, Philip Why Economic Education Is Failing	Oct. 17
Dunleavy, Francis J. Presidential Perspective: Francis J. Dunleavy of ITT	Jan. 4	Levenstein, Aaron Setting Up a Company Medical Program	Apr. 20
Evans, Thomas, P. Triggering Technology Transfer	Feb. 26	MacAvoy, Robert E. New Rules for Strategy and Planning	Jun. 4
Fenton, Noel J. Managing the Adolescent Company	Dec. 12	McCormick, Brooks Managing Value: A Presidential Perspective	Aug. 4
Gediman, Lewis M. Beyond the Qual-Quant Notion	Nov. 32	Michael, Stephen R. The Contingency Manager	Nov. 20
		Monson, Arch, Jr. A Director's Perspective: Arch	

- Monson, Jr. of Ampex Corporation and The Signal Companies, Inc. Apr. 4
- Mueller, Robert K.**
Are Directors Boardworthy?
—A Report Card for Board Members Sept. 14
- Norwood, Alfred W.**
Merging OD with Planning as a Response to Change Jun. 16
- Nunes, Morris A.**
The Justified Cost Analysis .. May 12
- Olsen, Leif O.**
Performance Appraisal: Management Technique or Social Process? Part 2. Social Process Jan. 22
- Pereira, Cesar L.**
Word Processing: How to Cut Secretarial Administrative Costs Mar. 28
- Pincus, Theodore H.**
How to Survive the Coming Fire Sale in Corporate Equities Nov. 4
The Risk-Reduction Concept: How to Win Investor Support in a Fire-Sale Market (F) Dec. 20
- Plunkett, E. R.**
Setting Up a Company Medical Program Apr. 20
- Posner, Barry Z.**
Sustaining Healthy Organizations in Unhealthy Economic Times Mar. 11
- Purcell, Theodore V.**
Electing an "Angel's Advocate" to the Board May 4
- Renner, Elmer J.**
Plant Capacity: Physical or Financial? Feb. 4
- Roalman, Arthur R.**
A Peculiar, Costly Problem .. Jun. 11
- Roman, Murray**
How to Harness Your Telephone (F) Dec. 26
- Ross, Franz E.**
Auditing Development and Technical Projects Sept. 31
Technical Reviews and Audits: Keeping Track of Progress in Developmental Projects Aug. 11
- Schleh, Edward C.**
Using Central Staff to Boost Line Initiative May 17
- Scott, Dru**
Productive Partnerships—Coupling MBO and TA ... Nov. 12
- Simpson, Theodore**
How to Recruit Managers Abroad Oct. 37
- Sorensen, Peter F., Jr.**
A Long-Range Approach to MBO Jun. 24
- van Dam, André**
The Corporation in the 1980s: A Fuzzy Boundary Between Private and Public Enterprise Jul. 29
- Welch, C. William**
An Executive's Guide to Getting into Print Sept. 25
- Willcoxon, S. R.**
Improving Results Through an Integrated Management System: A Case Study—Part 1. The Basic System . Feb. 15
Improving Results Through an Integrated Management System: A Case Study—Part 2. Feedback and Revision Mar. 18
- Yorks, Lyle**
What Mother Never Told You About Life in the Corporation Apr. 13

